

## Monthly Agency Action Update Report

**Agency:** *Arizona Department of Corrections (ADC)*

**Director:** *Dora B. Schriro*

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The information reported in this document will be used to keep the Governor and her staff apprised of agency accomplishments, key issues, and upcoming events on a monthly basis. It should be completed on the last day of every month and submitted on-line to the Governor's Office by clicking the "Submit" button at the bottom of this form. The report is divided into two parts: (1) a summary of your agency's efforts during the past 30 days and (2) a description of activities your agency will undertake in the next 30 days.

### **Part One: Past 30 Days - Key Issues/Accomplishments/Developments**

1.     **Key Issues:** What key issues has your agency focused on during the last month?

**Increasing public awareness of ADC's accomplishments and issues through media is an ongoing agency objective.**

- During the month of July, the Public Information Office generated positive news coverage featuring Director Dora Schriro's Restorative Justice Program.
  - AJ Flick, a reporter with the Tucson Citizen, wrote a story on how the Arizona Department of Corrections is empowering victims and teaching offenders accountability for the harm they caused.
  - Channel 3 aired a story featuring ADC offenders making children's furniture for a crime victims' rights organization.
  - The West Valley View printed an article on how female inmates worked with Habitat for Humanity to build a needy valley family a home.
- AZCentral, the Arizona Daily Star and the Tucson Citizen ran stories on offender Ricky Waasenaar firing his defense team to represent himself.
- The Arizona Capitol Times wrote a story on the U.S. Supreme Court's decision to leave the death sentences of 110 offenders intact.
- The Associated Press wrote a story on how Arizona's top court ruled that murder defendants cannot refuse a psychiatric exam requested by the prosecution if they intend to raise mental health as a death-penalty sentencing issue.
- Christina Leonard of the Arizona Republic wrote an article about the Arizona Court of Appeals ordering the lower courts to reconsider whether the Arizona Republic must give the Maricopa County Attorney's Office a hostage-taker's letter.
- AZCentral wrote a story about the county attorney's cost of the prison standoff probe which has reached \$360,000.

- The Associated Press (AP) and a reporter with Arizona Daily Star, wrote stories explaining how Arizona is severely curtailing its transfer of prisoners to private, out-of-state prisons because of security concerns following a major disturbance at an Oklahoma prison.
- The Arizona Republic and the AP reported a story that three prison inmates, an ADC officer and one firefighter were injured when a car hit them while on a roadside brush-thinning crew in Oracle.

2. **Major Accomplishments:** What major accomplishments, both internally and from a public information perspective, have been completed over the course of this month?

**One of the goals of ADC's new Victim Services unit is to offer support services to victims and their families.**

- During July, the ADC Office of Victim Services (OVS) worked on the Director's instruction which will formally create OVS.
- OVS held its statewide victims services training with staff (wardens and victim liaisons) and crime victim agencies.
  - The event featured nationally known victim rights expert/trainer Anne Seymour from Washington D.C.'s Justice Solutions.
- OVS has also been working towards centralization of all victim related activities.
- The new Victim Services office is identifying community victim organizations in order to expand the opportunities for restorative justice projects.
  - Restorative justice projects help offenders make amends to victims of crime.
  - Victim liaisons in ADC's prison complexes have been actively developing partnerships with victim service agencies in efforts to offer restorative justice programs for their victims.
- The OVS administrator met with the County collections unit and several other Justice agencies to discuss the possibilities for increasing the collection of victim restitution.
- OVS has worked closely with the Victims Legal Assistance Program at Arizona State University and the Attorney General's office compliance officer to help resolve issues in which victims have had their rights violated.

**Staff development is essential for retaining ADC's excellent employees.**

- Additional training for supervisors and professional development training has been implemented for staff who have supervisory responsibility.

- To aid in staff recruitment and retention, the Department has developed the “Shafer Strategy” salary plan with recommendations to bring salaries to market rate for classification within the Security, Programs and Community Corrections series.
  - The plan addresses range movement on an annual basis and includes reward for exceptional proficiency and tenure through a Master Class Specialist certification program.
  - The recommendation is in final review by the Director and executive staff and will soon be forwarded to the Governor’s office for consideration for the fiscal year (FY) 2006 budget.
- The Department has finalized a recommendation for a pay strategy for the Nursing Series and is working with the Department of Administration to obtain necessary approvals and accomplish administrative adjustments.
  - Since January 2004, there have been 42 nurse resignations and only 25 new recruits.
  - It is anticipated that the vacancy rate will worsen with new hospitals coming on line in Maricopa County.
- The Department exceeded its FY04 recruitment goal of 1,425 Correctional Officers for the first time since FY 99.
  - 1,503 Correctional Officers were hired during this time period.
  - Despite exceptional performance in recruitment the Department continues to experience exceedingly high turnover at Arizona State Prison Complex (ASPC)-Lewis and ASPC-Winslow, Apache Unit; current operational vacancy rates for these locations are: ASPC-Lewis 22.69%; ASPC-Winslow 23.13%; Apache Unit 21.13% as of July 12, 2004.
- ADC has been selected as the “pilot” agency for the “Hiring Getaway” automated recruitment system tied to the Human Resource Information System which will assist in expediting the recruitment process.
- ADC’s Canine Administrator was recognized by the Arizona Department of Juvenile Corrections for his outstanding contributions above and beyond the call of duty to that agency.

3. **Additional Accomplishments:** Are there any additional accomplishments that are worth noting?

**ADC continues to build partnerships and share and develop resources with community organizations, including emergency preparedness systems.**

- Approximately 40 minors currently on probation were given a tour of ASPC-Tucson; this is an annual event coordinated with the County Juvenile Probation Department.
  - To minimize the young group’s glamorization of prison, the tour focused on the freedoms lost and a realistic view of the lives of incarcerated offenders.

- Five staff from ASPC-Winslow, Apache Unit attended the Community Emergency Response Team (CERT) training.
  - CERT prepares individuals to assist their community in the event of a disaster.
  - Sharing resources with other community emergency preparedness systems is an ongoing strategy of ADC.
- The Warden at ASPC-Yuma attends the monthly Select Council of Progressive Enforcement (S.C.O.P.E.) meetings at the Yuma Police Department.
  - The meetings offer opportunities to interact with other outside law enforcement agencies and implement guidelines for state of emergency situations.
- ASPC-Eyman continues to support victim rights through donation of used appliances including a donation to Against Abuse located in Casa Grande, AZ.
- ASPC-Eyman also coordinates with local law enforcement agencies to share prison intelligence information regarding illicit activities in the public sector.
- On July 29, 2004, ASPC-Perryville hosted a blood drive with United Blood Services.
- ASPC-Yuma Warden Bartos has accepted an invitation to become an Official Advisory Member of the new Mothers Against Drunk Drivers (MADD) State Board

**ADC is providing more opportunities for offenders to “give back” to their community.**

- Offenders at ASPC-Lewis have completed the frame of a house they are building for Habitat for Humanity; the frame has been transported to the actual construction site.
- A community betterment program (Florence Housing Rehab Project) exists between the Town of Florence and ASPC-Eyman.
  - Inmate labor is being provided to remove trash and rubble from the demolition of two houses in the town of Florence.

**Increasing the inmate labor pool supports ADC’s strategic planning effort to employ all eligible inmates.**

- Utilizing offender labor resulted in substantial cost savings for many Arizona communities and demonstrates progress toward achievement of the agency’s objective to employ all eligible inmates and give back to Arizona’s communities.
  - At ASPC-Safford, an average of 216 offenders worked 20,426 hours resulting in a year-to-date cost savings of \$1,596,348.
    - The Inmate Wildland fire crew worked on eight fires and four fire patrols for a total of 5,732 hours.

- By utilizing offender labor from ASPC-Florence, surrounding communities have saved over \$1,414,419 since the beginning of FY 2004.
- Offender labor (312,707 hours) from ASPC-Douglas saved \$1,701,783 during the last fiscal year.
- The ASPC-Winslow inmate Wildland fire crew assisted with three fires in July.

**Improving literacy skills of offenders and maximizing educational resources is crucial to achievement of the agency's goal to prepare offenders to successfully reenter society.**

- At ASPC-Perryville, 24 offenders passed the GED test in July.
  - It is anticipated that a record for GEDs completed will be broken in FY 05; there were 58 GEDs completed in FY 03.
  - Attendance has averaged 96.7%, the highest average to date.

**Reducing incidents of relapse is critical to offenders' ability to care for themselves and their families upon release from prison.**

- There have been 42 offenders from ASPC-Perryville released under the new Drug Transition program.
  - The program allows early release for eligible offenders to participate in an intensive substance abuse program.

**ADC continues to work on strategies to improve safety inside its prisons.**

- In the new Peer Audit Review process, data collection instruments (DCIs) have been developed to measure and document compliance and non-compliance of 29 "core competencies" identified for evaluation in the remaining institution audits for FY 05.
  - The Inspection Bureau's draft DCIs have been sent to subject matter experts for review and comment.
- Improving the department's offender classification system will ensure that offenders are processed and tested expeditiously, accurately assessed for programming, and placed in the most appropriate custody level.
  - ADC staff are working on improvements to the system using recommendations made by subject matter experts from the National Institute of Corrections (NIC).
  - A new risk assessment tool has been developed and is currently being used as a pilot project in several areas to identify offenders based on the perceived risk to work assignment and the public.

**4. Legislative Monitoring:** What significant legislation has your agency been monitoring during the last month?

- The administrator of OVS, who is also the Governor's advisor for Victims has been monitoring the following legislation:

- Commutation legislation - extending the frequency for commutation for violent offenders.
  - Sexual assault shield legislation- would allow victims of sexual assault to keep their identity confidential from the media.
  - Stalking/Domestic Violence Legislation- would provide victims of these crime to keep their address off of public websites, e.g. county recorders office.
  - Mandating certain state agencies to post the Arizona Victim Bill of Rights.
5. **Grants:** Have you received or offered any grants, awards, or incentives (if applicable)? Have they resulted in job creation, social service advancement, public safety improvements or economic growth? (Please provide statistical information to substantiate your report.)
- ADC received notification of a grant award from the U.S. Department of Education under the Workplace and Community Transition Grant program.
- This is the sixth consecutive year that ADC has received funding under this program.
  - Funds allow incarcerated youthful offenders in the state adult prison system to access a broader range of post secondary instruction and vocational training.
  - These young offenders will be better prepared for their transition into the community and workplace.
- ASPC-Florence Cell Block Six recently received two handheld scanners and a ground search metal detector for recreation team officers who conduct random scanning of inmates going to or returning from recreation.
- This equipment will discourage inmates from carrying metal objects that can be constructed into weapons or handcuff keys.
6. **Enforcement Actions:** Have you pursued any enforcement actions that improve public health or safety? Please describe them.
- Nothing significant reported for this area for July.
7. **New Programs:** Have you launched any new programs that are unique or ground-breaking in nature? Please describe them.
- A Step Down program for Security Threat Group (STG) members has been approved by the Director.
- Validated inmates displaying good behavior and no further gang activity can potentially integrate back into the general offender population from the high security level housing currently required for STG members.
    - An additional benefit of the Step Down program is the reduction in cost associated with the expensive bed space of high security prison units.
  - STG members will have the opportunity to participate in a programming plan that will help reduce predatory offender behavior, making for a safer and more secure prison operation.

- At ASPC-Perryville, the mental health provider has initiated a number of new programs for both general population and Special Management Area (SMA) inmates including Anger Management, Parenting Values group, Post Depression, Depression groups, and Mind over Mood.
    - The provider has also developed behavioral management plans to aid in the successful supervision of difficult to control inmates
    - Providing adequate programming for offenders with mental health issues is part of ADC's goal to ensure that "all" eligible offenders are programmed full time.
  - The second Chase Team Academy pilot was successfully conducted during two weeks in July and the new lesson plans will be implemented in August.
  - ASPC-Florence East Unit has implemented a Hepatitis C program, supervised by Medical Services, for offenders with and without the disease.
    - Many offenders have been certified as peer educators to work with the offender population providing information and resources.
8. **Efficiency:** Have you implemented any new measures designed to improve your agency's efficiency, enhance performance or facilitate customer service?  
Please describe how this was accomplished and detail any related cost-savings.
- Video visitation was implemented at ASPC-Perryville and ASPC-Tucson for offenders and their approved visitors for both the Diamondback facility in Oklahoma and the facility in Reeves County Texas.
  - OVS is changing the current "paper" victim notification process to judges, prosecutors and law enforcement to an electronic process which save an estimated \$17,866 annually.
  - The Correctional Officer Training Academy has been utilized for in-service and executive development training to save on per diem costs.
    - Annual savings for training activity is \$340,288.06.
9. **Constituents:** What issue(s) have been generating the most constituent traffic? Please catalogue your constituent inquiries.
- In July, the Inmate Family and Friends Liaison (IFFL) addressed 1,430 telephone calls, 165 e-mails, 33 letters and received 3,145 Web site hits.
    - Issues for the month included: out-of-state transfers, time computation, classification, medical/health issues, visitation denials/suspensions, and video visitation with families and friends of transferred inmates.

10. **Other Issues:** Do you have any additional areas of concern? Please list them.

- Bed Deficit: the net offender growth for June increased by 85 from June.
  - As of July 30, 2004, the designated bed capacity was 29,136 beds, and the official offender daily count was 32,022 resulting in prison overcrowding of 2,886 offenders.
- Offender Growth: the average offender growth rate for the fiscal year is 80 offenders per month.
- Staffing: the shortage of security staff is a major safety concern for staff, as well as the public, based on vacancy rates and the number of staff out on military leave.
  - As of July 26, 2004:
    - The CO operational vacancy rate for the ADC is 15.12%.
    - 79 COs have been called to military duty, and 106 have been placed on standby.
    - Those individuals called to duty are in “Out on Leave” status for extended periods of time, and their positions are not considered vacant for hiring purposes.
  - The 15.12% Operational Vacancy Rate includes COs “Out on Military Leave” and “Out on Leave” and is therefore higher than the “Correctional Officer Vacancy Statistics with in Class COTA Cadets” rate of 11.48%.
- Recruitment and retention of professional medical staff, especially nurses, continues to be an ongoing challenge.
  - The continued shortage of professional medical staff to provide clinical services jeopardizes ADC’s ability to provide constitutionally mandated health care to offenders.
  - Since January 1, 2004, 42 nurses have resigned and only 25 have been hired to replace these vacancies.
  - As of July 20, vacancy rates for selected statewide professional medical staff positions with vacancy rates 20% or above are as follows:
    - Correctional Registered Nursing Supervisor I and Correctional Registered Nurse is 35.93%.
    - Dentist and Dentist Supervisor is 43.75%
    - Mid-Level Medical Care Providers is 42.50%.
    - Psychiatric Nurse II is 36.36%
    - Psychiatrist/Psychiatrist Supervisor is 45.0%
    - Public Health Nurse II is 20.0%
    - Psychologist II is 24.14%

**Part Two: Next 30 Days – Key Issues/Media/Grants/Outreach**

11. **Key Anticipated Issues:** List all anticipated key issues related to internal/external policy changes, the announcement of significant projects, pending legislative activity, or any other noteworthy concerns.
- Implementation of a toll free number for victims to contact ADC at no charge.

- The Kingman facility is scheduled to open August 9, 2004. for DUI offenders.
  - The first transfer of level 2 DUI inmates will begin that week contingent upon operational readiness; it is projected to take approximately three weeks to transfer 450 inmates.
  
- 12. **Media:** List all planned press conferences, earned media attempts, paid media programs, radio appearances, and miscellaneous press-worthy information.

None reported
  
- 13. **Grants:** List all grants, awards, and incentives your agency is planning to give to members of the community and/or receiving from the federal government or other entities. (Please include the date, time, and location when grant announcements will be made and when awards will be delivered.)
  - ADC Grants staff will be discussing the Individual Development Account (IDA) program with Mesa Community Action Network, Inc.
    - IDAs are dedicated savings accounts targeted for working low-income families to help fund a first home purchase.
      - This type of program could be a valuable incentive for ADC staff recruitment and retention.
    - Another type of IDA program is available that could potentially assist ADC offenders in funding post-secondary education upon release.
      - Effective reentry programs aid in reducing recidivism, one of ADC's primary goals.
  
- 14. **Community Contact:** Describe any wide-scale contact your agency plans to initiate with members of a community (e.g. mass mailings to 50+ people, new public information/outreach efforts, significant donations to the community, etc.).
  - ASPC-Eyman has scheduled a visit by Lisa Judge, Attorney for Tucson PD, to SMU II to review the STG, Death Row and Level 5 unit.
  
- 15. **Agency Outreach Outside of Maricopa County:** Describe any outreach efforts your agency will be conducting in other counties, and including significant visits by agency personnel.

None Reported
  
- 16. **Special Events:** List any special events your agency is participating in (e.g. in-state conferences your agency is hosting/attending, county fairs, clinics, community-oriented appearances, etc.).

- OVC Administrator and Advisor to the Governor for Victims will be attending several conferences (at no expense to the state) related to victims in the next couple of months.
  - Attend and present workshops and speak at the National Organization of Murdered Children (POMC) conference in Peoria, IL.
  - Attend and present workshops at the National Organization for Victims Assistance (NOVA) conference in Sacramento, CA.
  - Invited to present workshops on post-conviction services for crime victims at the 2004 National Training conference for the Victims of Crime Act (VOCA) Association at the end of August in Boston, MA.
- 17. **Intergovernmental Updates:** List anticipated inter-agency or inter-governmental partnerships in which your agency will be participating, as well as important federal legislation your agency is monitoring, anticipated visits by top federal officials to Arizona, and any other related noteworthy information.
- Advancing Justice through DNA Technology Act, which includes the Innocence Protection Act.
  - Will provide funding to test DNA backlog, to prosecutor and defender offices for victim services and ensure access to post-conviction DNA testing for offenders in prison for crimes they may not have committed.
- S. 2329 legislation would provide certain rights for victims of federal crime and implement disciplinary actions for non-compliance.
  - This legislation passed through the senate and is currently pending in the United States congress.